

DEFENSE LOGISTICS AGENCY

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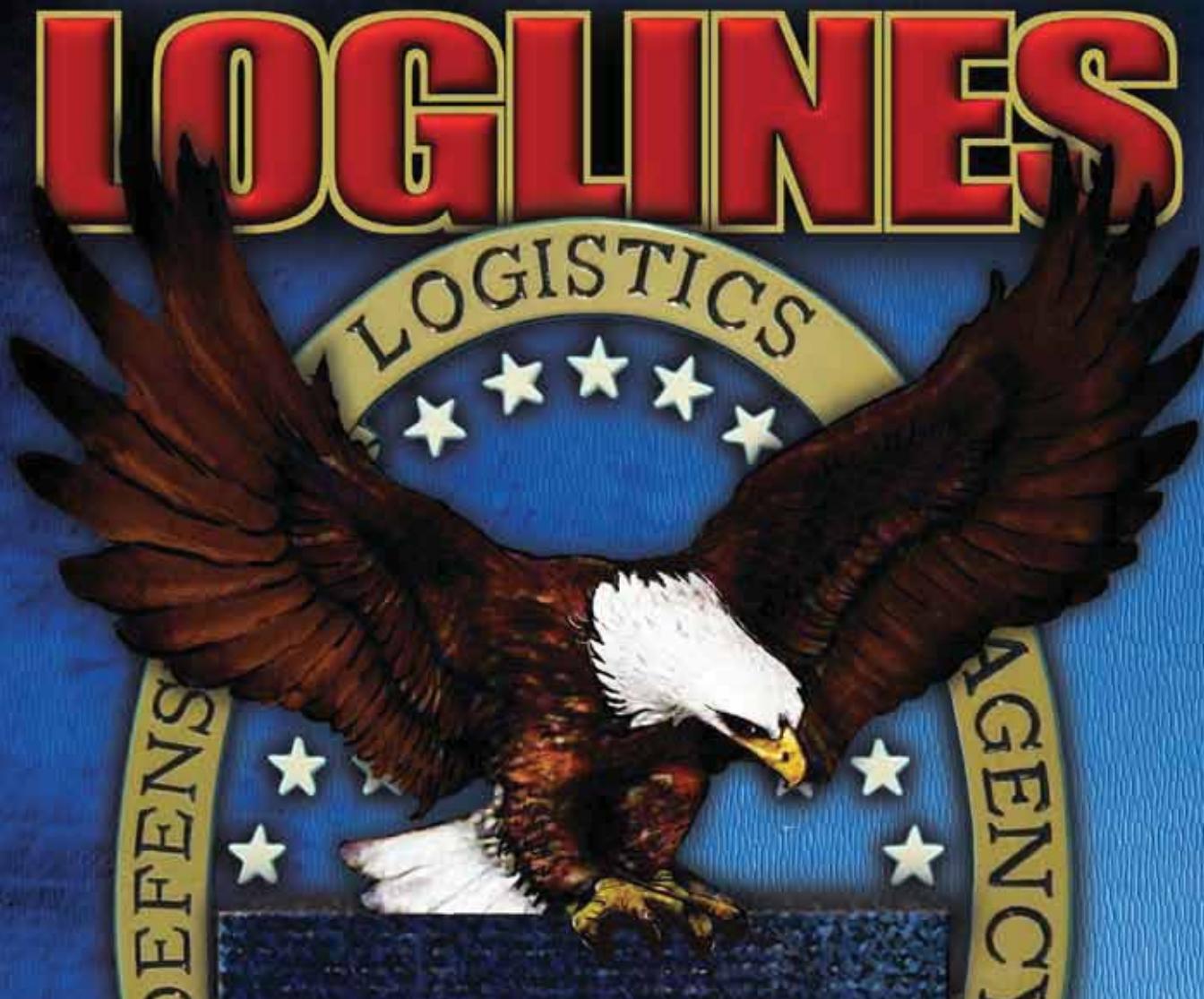
LOGLINES

LOGISTICS



DEFENSE

AGENCY



Getting Lean

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from the **DIRECTOR**

Navy Vice Adm. Alan S. Thompson, SC, USN
Director, Defense Logistics Agency

This spring I visited at length with many of the Defense Logistics Agency's stakeholders overseas — our DLA support team members, deployed civilians and military service members — and heard much about the incredible support this Agency provides to warfighters. Despite the challenges inherent in providing logistics support in an austere environment, our team members routinely go beyond the call to ensure each Soldier, Sailor, Airman or Marine has what they need to be mission-ready.

As successful as we have been, the time is again ripe for improvement as we strive to take DLA support to the next level. The changing face of operations

in the Middle East places DLA squarely at the forefront of increasing sustainment requirements in Afghanistan and a drawdown of forces in Iraq. Pursuing initiatives outlined in my 2009 Director's Guidance and my four strategic focus areas — warfighter support enhancements, stewardship improvements, business process refinements and workforce development — will ensure DLA is strongly positioned to meet the changing needs of America's armed forces.

The Agency is already moving portable living structures into Afghanistan ahead of an expected troop surge and will continue to work with its strategic partners at the U.S. Transportation Command to smoothly transfer and preposition supplies, especially food and lumber, despite the country's poor transportation infrastructure.

Here at home, work continues on our Enterprise Business System. While DLA's

business process improvements are well known throughout the Defense Department, our additional refinements aim to maximize system performance, ensuring proper stewardship of a multimillion-dollar taxpayer investment and continued customer support.

Doing what is right for the Defense Department and the members of our all-volunteer military reflects DLA's outward focus — we are about what we do for others, and DLA is about its customers, the combatant commanders and the forces on the ground. It is with these stakeholders in mind that the Agency is pursuing a continuous process improvement in all areas to streamline its business operations and remove inputs and practices that do not add value for customers. I am continually impressed by our team's commitment to being a high-performing, customer-focused and globally responsive organization. ★

LOGLINES

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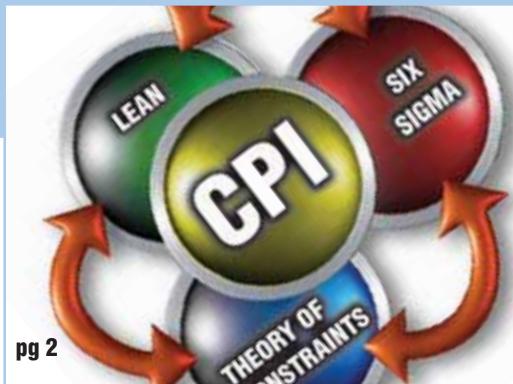
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— Photo illustration by Paul Henry Crank



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PROCESS IMPROVEMENT

Work Better, Work Faster

Story by Beth Reece

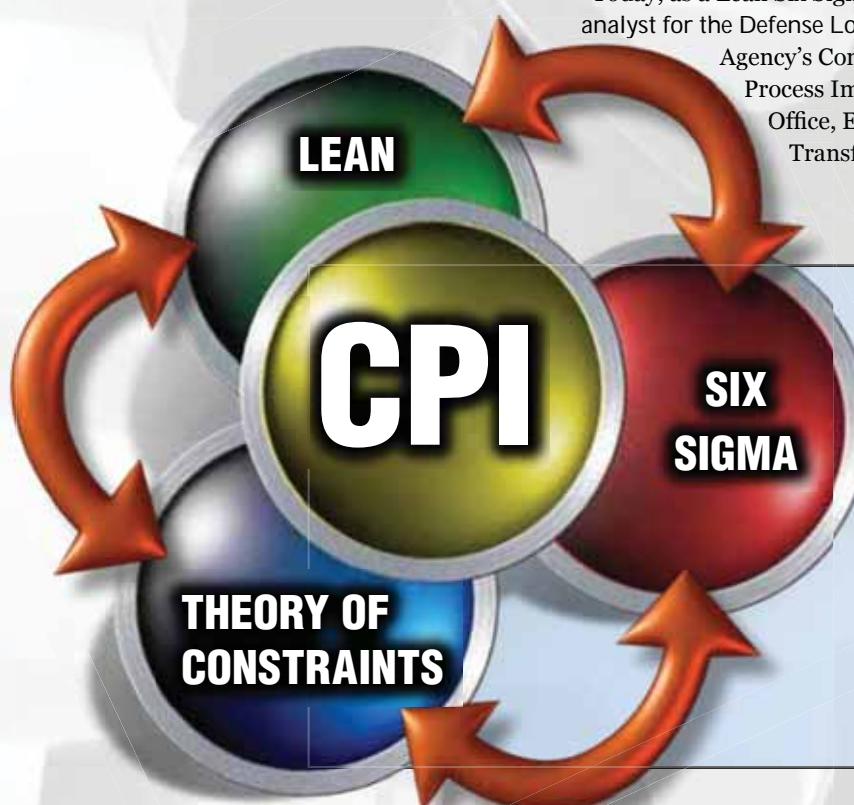
James Stamper had big ideas in 1978. Fresh-faced and in his first government job, he thought he could do his work better and faster, but management didn't care. "We didn't hire you to make changes; just do things like we're telling you to," he was told.

Today, as a Lean Six Sigma Program analyst for the Defense Logistics Agency's Continuous Process Improvement Office, Enterprise Transformation

Directorate, Stamper tells others they truly can inspire change in their jobs.

Continuous Process Improvement empowers everyone at every level in any specialty to make changes that benefit customers, employees and supervisors, he said.

Process improvement is not new at DLA, where customers' evolving needs have led to steady changes in how the Agency acquires and delivers products and services, Stamper said. But where employees once used informal methods to improve customer support, they are now turning to CPI, a structured, five-step problem-solving process that



CPI THREE CORE

LEAN

Eliminating Non-value Activities

- Identify the Value Stream
- Eliminate Over-Production
- Eliminate Over-Processing
- Create Process Flow
- Create Pull System



At the Sikorsky Aircraft Corporation, workers partner with officials from the Defense Supply Center Richmond, Va., to improve turn-around time for items the company provides on long-term contracts for the supply center.

helps employees see beyond a problem's symptoms to solid solutions.

"Most of the time when we use unstructured methods to solve a problem, we're only working on the symptom, not the problem. CPI gets you down to the root cause of the problem so you solve it, not keep putting bandages over it," Stamper said.

DLA's focus on CPI began in February 2008, with a surge in employee-awareness training throughout the Agency's headquarters and field activities.

Since then, the Agency has increased its number of "green belts" and "black belts," employees who are trained and

certified to facilitate CPI projects, to 406 green belts and 43 black belts as of early February.

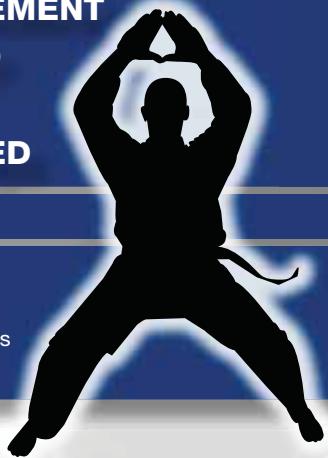
"The first step in rolling out this concept has been getting our employees trained so they know how to go about improving their processes," said Stamper, who teaches two to three week-long classes at DLA field activities each month.

"The [military] services are already using CPI, and we should, too," he continued. "Our customers want suppliers who think like they do, who can be equal partners in Lean events that improve supply-distribution processes."

CONTINUOUS PROCESS IMPROVEMENT TRAINED AND CERTIFIED

43 Black Belts
Certified

406 Green Belts
Certified



METHODOLOGIES

SIX SIGMA

Reducing Process Variation

- Consistent Repeatable Processes
- Process Design / Redesign
- Defect Prevention
- Statistical Analysis
- Voice of the Customer

THEORY OF CONSTRAINTS

Constraint Mitigation

- Identify the Constraint
- Exploit the Constraint
- Subordinate to the Constraint
- Elevate the System's Constraint
- Repeat Step 1
(the constraint has probably moved)



"Our customers want suppliers who think like they do, who can be equal partners in Lean events that improve supply-distribution processes."

— James Stamper

As the Agency works toward meeting goals set forth by DLA Director Navy Vice Adm. Alan Thompson in his 2009 Director's Guidance, CPI will also equip employees with the tools to make fact-based improvements in warfighter support, Stamper added.

Structure

Continuous Process Improvement combines three methodologies: Lean, Six Sigma and Theory of Constraints. Lean eliminates waste and improves speed; Six Sigma reduces variations in processes; and Theory of Constraints removes bottlenecks, or things that hinder processes from flowing smoothly.

Employees can choose from hundreds of tools to help them analyze and solve problems through CPI, said Chris Knaggs, CPI program manager for the aviation supply chain at Defense Supply Center Richmond, Va. Most of DLA's CPI projects, however, follow a structured framework of review known as DMAIC, which stands for define, measure, analyze, improve and control.

The C-5 Galaxy Programmed Depot Maintenance Team at Robins Air Force Base, Ga., improved processes through Lean initiatives and increased the capacity to do unprogrammed C-5 work.



August 2006: internal procedures involve receive, store, pick, pack, ship and track. Turn around time is 14.3 days.



February 2007: process consolidation and streamlining, Turn around time is reduced to 3.7 days.



Today: additional streamlining of procedures reduces turn around time to 1.7 days.

DEFENSE LOGISTICS AGENCY / SIKORSKY CONTINUOUS PROCESS IMPROVEMENT PROJECT

Successful Lean Event

Sikorsky consolidates three warehouse operations into a new logistics provider - New Breed

November 2006 Lean event takes place with participation from Defense Distribution Center, Defense Contract Management Agency, Defense Supply Center Richmond, Va., New Breed and Sikorsky

Event generates 45 improvement ideas, 27 action items resulting in a leadtime reduction from 13.4 days to 1.7 days per shipment

"First, we define what we're doing. What is the issue? What is it we're trying to get better at, and by how much?" Knaggs said.

Both Knaggs and Stamper agreed that this first phase, when team members create a problem statement and define project goals, is most difficult.

"Just saying a process takes too long isn't enough information. You need to define the problem statement to include: How long does the process take? How long should it take? And what's the extent of the impact of taking the time it does?" Stamper said.

Because project teams include a well-rounded mix of subject matter experts, process owners and sometimes customers, getting everyone to agree can also

be a challenge, said Kevin Quick, the Agency's newly appointed CPI chief.

"It can be difficult getting all the stakeholders involved and getting them to agree on the scope of their project," he said.

With the problem and goal defined, team members then measure and analyze the process by building a value stream map, which charts the current steps and delays from the beginning to the end of the process. Process mapping should also be done for the "to be" or desired state.

Identifying each step of the current process makes it easier for team members to pinpoint non-value-added steps that, if changed or removed, would lead to overall process improvement, Stamper said.

In the "improve" phase, solutions are

recommended along with suggestions on how the organization can adapt to those changes. Team members then monitor the improvements through the control phase.

"And just because we've put improvements in place doesn't mean that next year or next month we can't come up with as good or better outcomes to shave even more inefficiencies from the same process," Stamper said.

Processes that already seem successful may also benefit from CPI.

"You don't always have to have a problem, but it's true that problems are usually what get people going, as in, 'I got yelled at, and I want it to stop,'" Knaggs said.

"If you did a formal review of your job, you'd probably find that a percent-



age of it doesn't make sense and could be done better," Stamper added. "You can measure anything any of us do and make it even better, guaranteed."

Some CPI projects can take six months to a year to complete, but DLA's projects typically last seven weeks.

At Defense Supply Center Richmond, "that's three weeks of good prep work ahead of time, getting data, getting our charter ready, one week with everybody locked in a room working to fix the process, then about three weeks of closing out action items and sustaining the improvement," Knaggs said.

Though CPI techniques may look hard to beginners, they're actually very basic and require little technical expertise, he added.

"Most of what DLA needs to do can be done with some pretty simple tools, disciplined structure and just doing it. Once you get into it, the process flows naturally and you realize it's easier than you thought," he said.

Dean Newsome, transformation manager for the Defense Reutilization and Marketing Service, at Battle Creek, Mich., said CPI is so basic that people use it in other areas of their lives without realizing it. A person traveling to a new work location uses CPI inherently, for example.

"You [use an online map program] to find a certain route, and after going there a couple times, you find out you can actually save time going a different route or

Gary Langstaff of Sikorsky Support Services, Inc. completes a pre-flight maintenance inspection on the main rotor assembly of a UH-1N Huey helicopter at Fairchild Air Force Base, Wash. Defense Supply Center Richmond, Va., partnered with Sikorsky in 2006 to decrease the average turnaround time for fixed-wing and helicopter parts.

by adjusting your time if you avoid rush-hour traffic. That's nothing but a process improvement," he said.

No Skeptics

Process improvement is not a fad, Quick said. "This is proven in industry, with [automobile manufacturer] Toyota and [electronics provider] Motorola. If it works for them, why can't it work for us?"

Progress is already visible throughout the Agency. DSCR's Small Business Office and Aviation Supplier Operations Directorate used CPI to reduce the center's subcontracting review process by 37 percent last year.

"I was skeptical about Lean before the

DSCR's Small Business Office and Aviation Supplier Operations Directorate used CPI to reduce the center's subcontracting review process by 37 percent last year.

event started," said Harriett Reddrick, small-business specialist at DSCR. "Our small-business process has always been pretty efficient, but I can't believe how much time we found to save and [how many] things to improve."

One of DSCR's biggest CPI successes took place before DLA introduced employees to formal CPI tools, Knaggs said. In November 2006, DSCR partnered with Sikorsky Aircraft Corporation, which

provides many of DLA's fixed-wing and helicopter parts, to decrease the average turnaround time in Sikorsky's shipping department from almost two weeks to less than two days.

Clothing and textiles experts at Defense Supply Center Philadelphia are also using CPI to reduce the time it takes to deliver uniform products at consistent quality. And DSCP's medical supply chain

— *continued on page 9*

Continuous Process Improvement events can help eliminate waste and improve speed at such warehouses as this one at Incirlik Air Base, Turkey, where Air Force Senior Airman Sandra Sandoval, 39th Logistics Readiness Squadron, operates a 4,000-pound forklift to move stock.

Air Force Senior Airman Benjamin Wilson





Numerical control programmer John Wilbanks (left) and machinist Michael Barnes discuss the T-38 Talon trainer aircraft project at Tinker Air Force Base, Okla. Nearly every step in the supply-distribution process can benefit from a Continuous Process Improvement project.

OUR QUICK CHANGE

Getting the wave of Continuous Process Improvement to roll across the Defense Logistics Agency enterprise depends on the concept becoming ingrained in the Agency's daily work, officials said.

And planners admit doing so will require a cultural revolution of sorts, after which the work force will look for ways to continuously improve the support it provides to warfighters.

The Agency's senior staff recently selected a leader for this cultural movement — an experienced CPI practitioner who they believe possesses the enthusiasm and charisma to get folks to jump on the streamlining band wagon, coupled with a dose of realism that recognizes that both short- and long-term milestones are what will make the concepts stick at DLA.

Kevin Quick has been part of DLA for almost 11 years, managing the Agency's information technology investments and later driving CPI training and implementation in the Information Operations Directorate. Before that, he was a DLA customer, a telecommunications specialist in the Air Force.

Jeff Curtis, Enterprise Transformation director and Quick's boss, said his new hire has his hands full as CPI chief for the entire Agency.

Quick said he anticipates his biggest challenge will be to develop the framework and strategy by which the concept will be implemented throughout the enterprise.

"CPI isn't a buzzword, but a new way of thinking how we, as DLA employees, can continuously improve the service we provide to our customers," Quick said. "I don't expect this to be an overnight success, but our continued efforts in the CPI arena across the enterprise will lead to significant performance benefits at the operational level

to our customers and employees."

DLA is at a point where it is looking to transition from being a transactional user of the CPI tools to being actually transformed by CPI, Curtis said. This presents a significant challenge for everyone at DLA charged with implementing the concept, but also a tremendous opportunity, he said.

"The biggest opportunity, and a significant challenge in its own right, is to strike a balance in a number of areas to maximize CPI progress and acceptance by the work force," Curtis said. "And Kevin possesses the right mix of technical and people skills to guide us through this transition."

Areas where the CPI team will aim to strike a balance include the mix of DLA-owned capabilities versus bringing in contractors to facilitate the efforts; encouraging grass-roots CPI efforts at the Agency's field sites versus a centralized process, and the degree to which project results are measured and monitored, Curtis said.

Though he faces a daunting task — leading a significant transition at a geographically and technically diverse organization — Quick said the outcome is worth the work involved.

"There's a chance here for creating a very positive change, in the form of increased customer satisfaction due to our business process performance enhancements," Quick said. "I also hope to see DLA employees gratified to know they were empowered to make a change to the way we do business and that their idea improved the Agency's overall ability to provide the best warfighter support possible."

— Heather Athey

"CPI is becoming infectious at DRMS. People are seeing they really can make a difference, and there are differences being made."

— Dean Newsome

— continued from page 7

is streamlining processes for customers and vendors by creating a standard set of metrics for customer orders and payment processes.

A CPI project on DRMS' emergency essential program is now in the "improve" phase, Newsome said. It will automate the system by which the Defense Reutilization and Marketing Service maintains training status and personnel information for employees deploying to Iraq and Afghanistan.

"The plan is to go to a database where you not only track the program, but you have reminders prompted for such things as expiring passports," he said.

In another project, DRMS is reviewing ways to improve the process through which it receives excess property and readies it to go back on the shelves for reissue to customers.

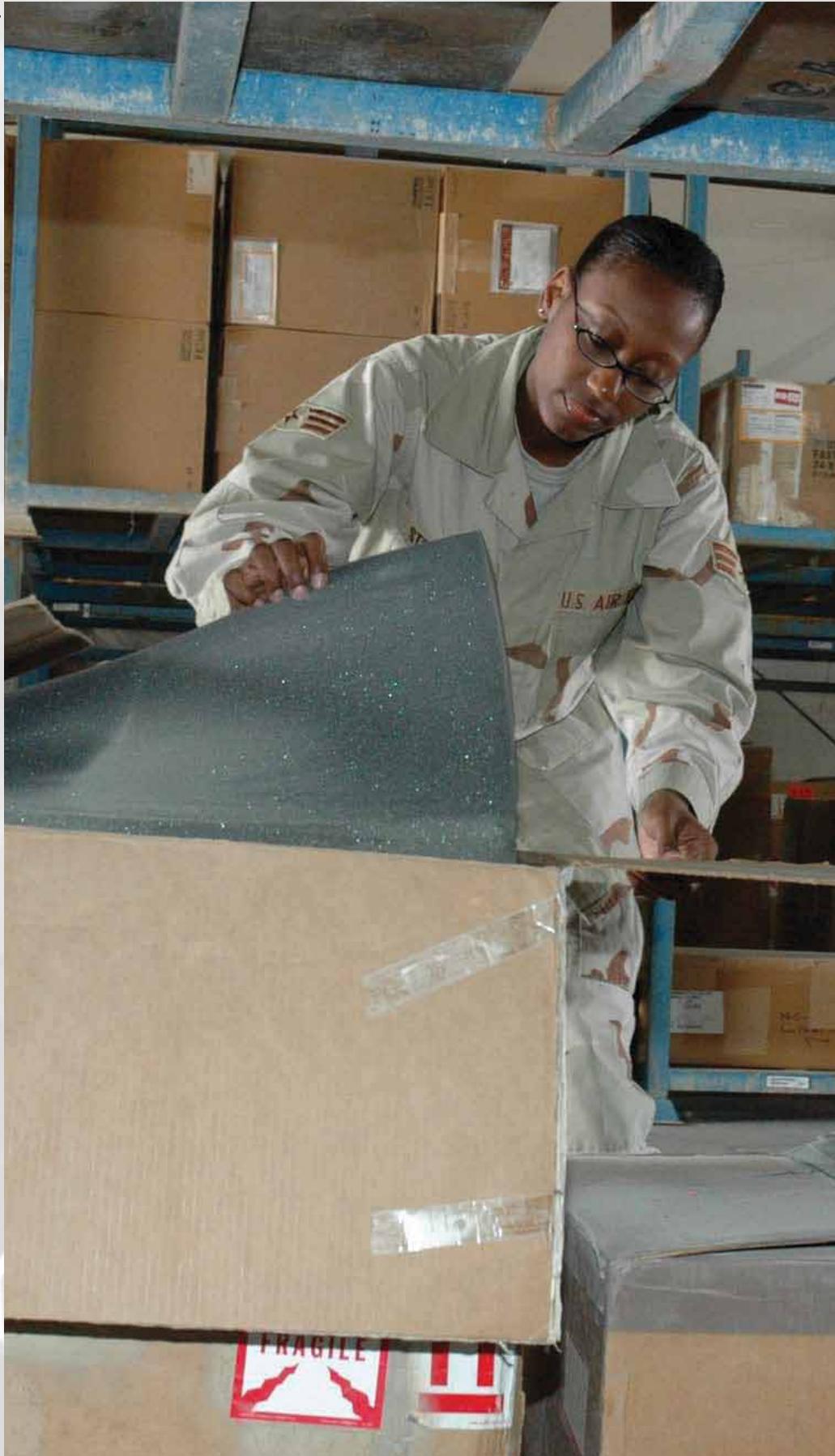
"CPI is becoming infectious at DRMS. People are seeing they really can make a difference, and there are differences being made," Newsome added.

No matter what employees do for the Agency, Stamper said, CPI gives them the opportunity to get involved in improving processes and that, in turn, makes their lives better.

"I'm sold on CPI. It's a tool we can all use," he said. "What's not to like about making your job better so you can provide a better outcome to warfighters?" ★

Air Force Senior Airman Taneshia Steward repacks plane parts at the newest 379th Expeditionary Logistics Readiness Squadron storage facility in Southwest Asia. Storing prepositioned aircraft parts in warehouses on location improves the speed at which mechanics get the parts they need.

Air Force Senior Airman Erik Hoffmeyer



LEAN, M



Continuous Process Improvement events at the Defense Supply Center Richmond, Va., have enabled the center to streamline processes and improve aviation parts support to warfighters, like those here working on an engine cowling.

— Navy Petty Officer 3rd Class Briana C. Brotzman

LEAN MACHINE

Story by Will Daniel, Amy Clement and Heather Athey



Thirty-six and a half hours — a bit less than two days. That's how long it used to take each month for members of the Defense Supply Center Richmond, Va., to monitor more than 800 cylinders filled with ozone-depleting substances for chemical seeps. Now it takes just 2.5 hours.

Each 2,000-pound-capacity cylinder must be inspected in 14 different places for these seeps, referred to as such because the cylinders contain gases and vapors, unlike liquids, which could be seen escaping the containers.

Because of the manpower and materials involved in conducting these inspections, the process was targeted for streamlining through the use of Continuous Process Improvement tools.

When the process experts put their heads together, they came up with a way to pare the inspection time down to 2.5 hours per month — a 94 percent improvement time, said Jorge Betancourt, a mechanical engineer in DSCR's Aviation Engineering Directorate who facilitated the streamlining project.

Key to removing so much time from the process were plastic bags costing \$.29 each, which the team realized could be fitted and sealed to each side of the cylinders. The bags reduced the number of inspection areas from 14 to just two, into which monitoring probes could be inserted to determine instantly if there

Will Daniel and Amy Clement work for the Defense Supply Center Richmond Public Affairs Office.

was any seepage.

"If you simply look at the man hours saved, minus the cost of materials, we came up with a half-million-dollar savings over a 10-year period," he said.

Cost and time savings and improving work flow are just a few of the benefits the Richmond supply center, home to the Defense Logistics Agency's aviation supply chain, has achieved in 2008 by conducting 110 streamlining projects throughout its business process areas.

Using Continuous Process Improvement tools like Lean and Six Sigma, more than 800 of the center's employees have worked to eliminate non-value-added inputs to provide better support to customers and in some cases make processes safer for the teams who work them.

"It's one of those things that seems so obvious and has been staring at us," said Steve Thien, a program manager for the Ozone Depleting Substance Office. "[The new process] is so much faster, easier and safer now, and it's resulted in a more accurate test."

CPI is a way of thinking differently about the way we do business and support warfighters, DLA Director Navy Vice Adm. Alan Thompson said in a speech to center employees. "The more efficient we can become, the better support we provide. It's that simple."

The concept has been in practice at DSCR since 2004, and the number of employees seeking training to conduct streamlining projects has climbed

"Our supply and demand chain must use every tool at our discretion to eliminate waste, speed delivery of material to where it's needed and punch holes in those bottlenecks that prevent aircraft from flying."

— Air Force Brig. Gen. Andrew Busch

steadily. In 2008, 127 team members sought classroom training on CPI, and the supply center has hosted the training for members of other DLA organizations.

All told, the 110 CPI projects conducted in Richmond are expected to save DLA \$8.1 million, almost four times the \$2.2 million cost DSCR incurred to conduct the studies. And the team earned a Defense Logistics Agency Team Award for its work.

"As an organization whose mission is critical to winning the global war on terrorism, Continuous Process Improvement is no longer an option," said Air Force Brig. Gen. Andrew Busch, the supply center's commander. "Our supply and demand chain must use every tool at

(Clockwise from left) Green belt students Air Force Maj. Michael Barnes, Bruce Ellrich, Casandra Elmore and Paul Woodlief work through a simulated manufacturing process during process improvement training.

our discretion to eliminate waste, speed delivery of material to where it's needed and punch holes in those bottlenecks that prevent aircraft from flying."

The center stood up a separate office to house a project specifically dedicated to building efficiencies in supply execution management using a CPI tool called "Drum, Buffer, Rope," which controls the release of work, limiting work in progress to maximize throughput and create a uniform system of priorities for employees so everyone works on the right tasks in the right order.

Officials said the results from DBR are promising, and with five divisions in Aviation Supplier Operations working through the tool's implementation, they expect to see faster purchase request awards that are executed closer to the dates on which supplies are needed by customers and a shortened supply pipeline.

In the center's Business Development

Office, employees worked a streamlining project alongside DLA stakeholders from private industry to create a new standardized support analysis format, which is used when the office's team members work with industry partners through direct sales partnership agreements.

These agreements allow DLA to act as a primary or secondary source of supply to defense companies that are trying to meet warfighter orders.

The partnerships are a result of maintenance, repair, overhaul and performance-based logistics contracts each military service awards to an industry partner, planners said, and the project aimed to eliminate work done twice by business-development specialists on the same analysis.

Customers did not need all the data that was being collected, so the Business Development Office's specialists were spending an hour or more to delete irrelevant data, said H.E. Rowland, facilitator

Charting a Course for Success

By Stacy Umstead
Defense Distribution Center Public Affairs

At an organization located in Richmond, Va., managers know to within a 15-minute window how long it will take workers there to finish a specific task.

These managers aren't mathematicians — they're practitioners within a process-improvement culture that allows them to develop tools to target and connect specific resources, like personnel and materials, to different types and levels of work at the Defense Distribution Mapping Activity.

"We are able to assign the exact number of people to different distribution tasks and can predict within a quarter hour when we will finish. On slow days, we are able to send extra people to support the inventory team, to training, or to facilities and re-warehousing projects," said Navy Cmdr. John Palmer, the activity's commander.

As one of the Defense Distribution Center's 25 distribution facilities, DDMA is the Defense Logistics Agency's worldwide



for the project. As a result of the streamlining, the team was able to narrow the number of data categories collected from 48 to just 12.

Looking inside the Agency as well as outside to industry partners is part of DLA's outward focus to ensure it uses all inputs necessary to achieve the best outcomes for warfighters and its other customers, officials said.

And just because a process has been streamlined once doesn't mean the center's team thinks that mission is accomplished. Although an organization can have a reasonably good process, that doesn't mean it won't benefit from review and improvement, said Chris Knaggs, aviation supply chain CPI program manager.

"We've taken some [projects] through two or three iterations looking for more improvement," Knaggs said. "We win part of the battle, let the process run for a few months and then take

stock again. We need to be braver; we'll go in and look at the process again and find a little bit more to trim," he said.

As the way of thinking becomes part of daily life at Richmond, employees are seeing opportunities for improvement.

"Lean has become a requirement, but I don't think we ought to look at it that way," Thien said. "I think we ought to be seeing it as an opportunity. Most of your great ideas come from the people on the floor; they are the ones doing the work every day." 

Norm Young, a contractor in the Ozone Depleting Substance Office of Aviation Engineering, uses a leak-monitoring device to check 2,000-pound-capacity cylinders for gas seeps at Defense Distribution Depot Richmond, Va. The ODS office must inspect more than 800 cylinders on a monthly basis.

Steve Thien



wholesale and retail distributor for geospatial mapping products. Its work force of about 150 employees typically fills more than 1 million requisitions per year via nine retail map support offices located in seven countries.

Palmer said he and his DDMA team have achieved some impressive results using Continuous Process Improvement principles and tools.

"We had great success in our first year — far beyond our expectations," he said.

DDMA's employees have completed Phase I, Foundations, which results in standard and stable processes on all outbound processes. When the team executed Phase II, Knowing Your Business, it saw results related to effective work force allocation by constantly knowing the current state of the business. Phase III, Waves, resulted in a better flow and greater sense of customer needs throughout the operation via the use of small batch processing in selection, packing and shipping, Palmer said.

The improved efficiency permits DDMA to prudently apply the proper level of resources to the various distribution tasks. This optimization results in faster and more accurate distribution of geospatial information and services to warfighters.

The experience at the mapping facility is a success brought about by the Defense Dis-

tribution Center using CPI across its network of distribution centers, which officials said has enabled them to improve processes and increase warfighter support.

At DDC, the improvement push is known as the DDC System, which is intended to help the center pursue its long-term strategic goal of operational excellence, said Kevin Cummings, program manager for organizational development.

"The goals of operational excellence are to continuously improve operations across the areas of safety, cost, quality, productivity and on-time performance," he said.

To design and develop the DDC System, Cummings and his team used the continuous improvement experiences from distribution centers in San Joaquin, Calif.; Susquehanna, Pa.; Red River, Texas; Albany, Ga.; Norfolk, Va.; Germersheim, Germany; and the Defense Distribution Mapping Activity, along with available research from academia and industry. DDC seeks work force-driven efficiency across all processes and practices throughout the network of 25 distribution centers through continuous examination and improvement. Using this knowledge, planners constructed the system on the CPI principles of just-in-time, built-in-quality, standardization, visualization, and problem solving and the foundational values of respect

for people, customer first and continuous improvement, Cummings said.

In order to support the strategic goals of operational excellence, the DDC System is intended to align leadership and training opportunities to help a high-performance culture emerge, in which employees follow standard work and are constantly on the lookout for problems and opportunities to improve their work.

Fundamentally, Cummings said, the DDC operational excellence strategy required work to be designed and operated in a way such that issues become readily apparent, that problems can be contained and solved immediately, and that knowledge is accumulated and shared across the organization. Also critical to the organization's success is having leaders that train, coach, assist and teach the above capabilities to their staffs.

"[National Football League Hall of Fame coach] Vince Lombardi once said, 'Individual commitment to a group effort — that is what makes a team work, a company work, a society work, a civilization work.' He was right in his assessment about what makes a company work, and DDC's senior leadership must actively cultivate and support that commitment to a group effort," Cummings said.

IN SYNC

Afghan Supply Lines

Story by Beth Reece

As 17,000 Soldiers and Marines prepare to deploy to Afghanistan this spring and summer, logisticians are orchestrating the shipment of such critical supplies as food and lumber.

The Defense Logistics Agency has been working with the U.S. Central Command's Deployment Distribution Operations Center in Kuwait since January to support the surge of troops requested last year by the U.S. Forces Afghanistan commander, said Navy Rear Adm. Mark

Heinrich, director of DLA's Logistics Operations and Readiness Directorate.

President Obama ordered the additional deployments earlier this year.

The CDDOC merges experts from U.S. Transportation Command, Military Surface Deployment and Distribution Command, Army Materiel Command, DLA and service components. Together, they plan the most efficient and timely movement of supplies to troops.

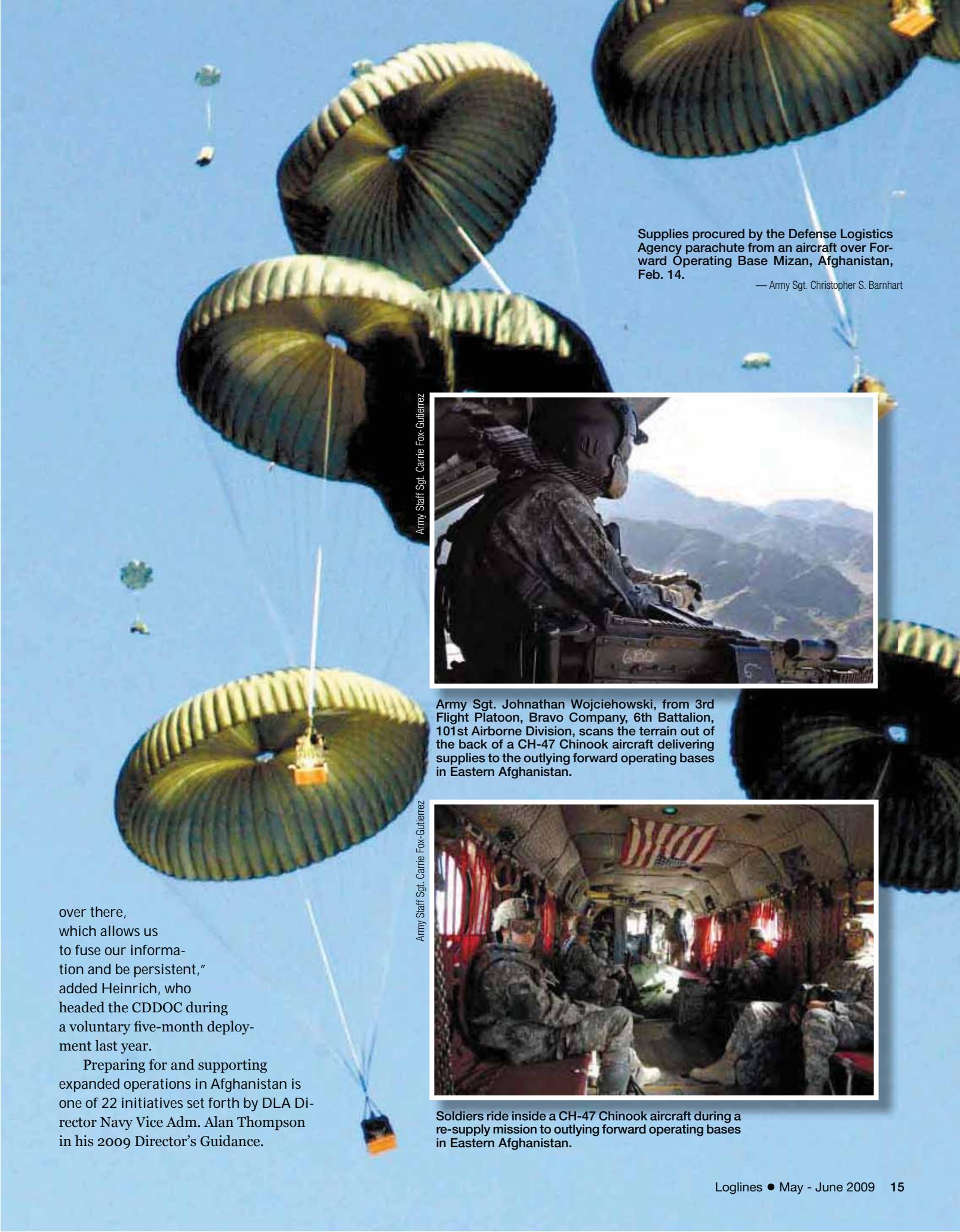
"We're planning for increased demands of food subsistence, building supplies, spare parts and packaged petroleum products in Afghanistan. All of our supply centers are deeply involved with the CDDOC and working closely with DLA support teams in Kuwait," Heinrich said.

The Defense Supply Center Philadel-

phia is partnering with the CDDOC to ensure collapsible housing units are sent where needed.

"The CDDOC is playing a role in metering the flow — some by air, some by ship — and getting them to where they need to be to meet warfighters' requirements. The fact that they're doing that and have visibility and we know who to talk to there has been very beneficial to DLA," Heinrich said.

"Our response to warfighters is greater because DLA and its strategic partners have put boots on the ground



Supplies procured by the Defense Logistics Agency parachute from an aircraft over Forward Operating Base Mizan, Afghanistan, Feb. 14.

— Army Sgt. Christopher S. Barnhart

Army Staff Sgt. Carrie Fox-Gutierrez



Army Sgt. Johnathan Wojciechowski, from 3rd Flight Platoon, Bravo Company, 6th Battalion, 101st Airborne Division, scans the terrain out of the back of a CH-47 Chinook aircraft delivering supplies to the outlying forward operating bases in Eastern Afghanistan.

Army Staff Sgt. Carrie Fox-Gutierrez



Soldiers ride inside a CH-47 Chinook aircraft during a re-supply mission to outlying forward operating bases in Eastern Afghanistan.

over there, which allows us to fuse our information and be persistent," added Heinrich, who headed the CDDOC during a voluntary five-month deployment last year.

Preparing for and supporting expanded operations in Afghanistan is one of 22 initiatives set forth by DLA Director Navy Vice Adm. Alan Thompson in his 2009 Director's Guidance.



"As the lead logistics provider for the military services, we are very focused on supporting the reduction of forces in Iraq and the plus-up of forces in Afghanistan. There are a lot of different dimensions to that, and DLA is the critical enabler. We really have to get this right," Thompson told employees during a Director's Call early this spring.

Proven Success

The CDDOC is the first operation of its kind to be used in wartime, Heinrich said. It was established in 2004 at USCENTCOM's request with the goal of achieving shorter delivery times and lower costs. The admiral said he believes the CDDOC has already made big improvements.

The CDDOC lets DLA members see how the supplies they procure are actually sent to customers, and that challeng-

es them to evaluate Agency processes and occasionally make adjustments that speed delivery, he added.

One example of this involved the Defense Distribution Depot Kuwait, Southwest Asia. Small changes at the organization shortened the time it takes to prepare pallets for shipment.

"DDKS produces about 60 pallets each day for air delivery, and when you send a pallet via air, there's an expectation that it's going to get there fast," Heinrich said.

Pallets built at DDKS were being weighed and measured on the airfield, then offered for bid to commercial carriers.

"But the CDDOC started looking at the process and asked, 'What if we did all this at DDKS?'" he said. "'Can we improve the process?'"

Two months later, DDKS had installed the Air Mobility Command's Global Air Transportation Execution System, which

Army Staff Sgt. Thomas Marstin, of Company B, 1st Battalion, 4th Infantry Regiment, enjoys the view from an M939 5-ton truck at Forward Operating Base Lane, in Zabul province, Afghanistan, Feb. 15. The Defense Logistics Agency is planning for increased demands of food, building supplies, fuel and spare parts for additional troops expected to arrive in Afghanistan by midsummer.

gives visibility of pallets awaiting shipment.

"So we were able to report those air pallets as soon as they were built at DDKS to the people who offer them to commercial carriers," Heinrich said. "What took about seven and a half days now takes about two days."

Partnerships generated at the CDDOC are being used now as DDKS assumes management of a former Navy-owned warehouse in Bahrain.

"Today when folks in Bahrain requisition material from Kuwait, we fly



Military rations are delivered via a CH-47 Chinook helicopter to a remote area in the Nuristan province, Afghanistan.

The CENTCOM Deployment Distribution Operations Center has also improved end-to-end distribution by increasing cargo visibility and maximizing airlift assets.

it at a cost of about \$1.98 a pound," he said. "Now that we have a warehouse in Bahrain, we can fill it with material from Kuwait and, working with USTRANSCOM, we can truck it, and it will only cost us about 10 cents a pound."

The CDDOC has also improved end-to-end distribution by increasing cargo visibility and maximizing airlift assets. And by initiating the use of "pure pallets," which contain items for one customer

only, the CDDOC eliminated the need to break down and repackage cargo for specific users in theater.

"The CDDOC plays an important role in synchronizing operations right there on the ground," Heinrich said.

"The future for CDDOC is limitless, and I feel lucky to have been a part of its beginning," he added. "It's made me a better logistician and a stronger member of the DLA team." 



Navy Seabees assigned to Naval Mobile Construction Battalion 7 use an up-armored excavator to fill Hesco barriers at a forward operating base in the Helmand province of Afghanistan Jan. 25. The Defense Logistics Agency began shipping construction materials early this year in anticipation of 17,000 Soldiers and Marines scheduled to deploy there by summer.

Jay Miles, a customer support representative at Defense Logistics Agency Jacksonville, Fla., and June Tillett, organic manufacturing program manager at Fleet Readiness Center Southeast, discuss problems with the right hand engine mount on an F-18 Hornet aircraft.



TOUCH AND GO

Keeping Military Aircraft Flying High

Story by Defense Supply Center Richmond Public Affairs and Heather Athey
Photos by Debra Bingham

Finding spare parts for antique cars can be a challenge, but locating repair parts for aircraft that are more than 30 years old — that takes determination, know-how and sometimes a bit of luck.

Brenda Lynn knows buying spare parts for old planes can be tricky. Many of the aircraft she supports in the Air Force fleet have been in service for at least three decades. As an avionics parts supportability specialist at Hill Air Force Base, Utah, Lynn knows time is a critical element; repairs must be made promptly so that aircraft can return to service. Ensuring parts are on hand requires careful planning and teamwork between maintenance and logistics personnel, she said.

Lynn is one of more than 200 Defense Logistics Agency-Ogden employees supporting the 309th Maintenance Wing at Hill. These DLA employees work under the Agency's Defense Supply Center Richmond, Va. DSCR is home to DLA's military aviation supply and demand chain support.

Much of Lynn's job involves making sure end items are supported so production lines keep humming — now and into the future, she said. Normally, usage of parts drives replacement stocks; if many are used, the replacement factor increases. However, that's not always the case; situations can change quickly, and DLA has to be ready to respond.

"Some parts haven't failed in years, so there's been no demand and no usage contracts. With aged parts, it's also



Mark Kinsley, a product material technician at Defense Logistics Agency Oklahoma City, transports aircraft engine parts requested by mechanics at Oklahoma Air Logistics Center. DLA Oklahoma City is managed by Defense Supply Center Richmond, Va., which oversees the Agency's aviation supply and demand chain.

sometimes difficult to find vendors that will submit a bid, gear up a production line and manufacture the item again, Lynn said.

Even with the challenges, the Richmond supply center's team members are proud to support the nation's warfighters and to do what it takes to keep planes, helicopters and other military aircraft aloft. As the Defense Department's primary source of supply for more than 1.3 million repair parts and operating supply items, DSCR is the single touch point for the Agency's aviation customers, providing about \$3.4 billion in products and services to 24,000-plus customers annually. Last year alone, the center filled 5.3 million requisitions.



Bret Saul, a sheet metal worker on the CH-46 Sea Knight helicopter production line at Cherry Point, N.C., talks with Lisa Sharkey, a Defense Logistics Agency equipment specialist, and Bill Frye, a DLA customer support representative, about problems with a helicopter mold used to make the aircraft's lower left hand window.

Branching Out

At its core, DSCR's mission is supplying products with direct aviation application, including 840,000 military-unique items supporting more than 1,300 major aviation weapons systems. These items include critical safety-of-flight air frame structural components, airframes, landing gear, propeller systems and aircraft engine parts.

But the center also manages commodities like chemicals, electrical hardware, and batteries; maps in digital and hardcopy formats; industrial plant equipment, including lathes and metal-working machinery; and environmental products.

And while the hub of the aviation supply chain is based in Virginia, its people are located at sites across the country. Within the past two years, DSCR's footprint and work force have grown due to 2005 Base Realignment and Closure decisions, which directed that selected depot-level repairable procurement and consumable-item management, and supply, storage and distribution activities transfer from the military services to the Agency.

The supply center now manages operations at six DLA supply, storage and distribution detachments located across the United States and is slated to pick up another before the completion of the realignment actions in 2011. The initiative consolidated all supply, storage and distribution functions supporting industrial activities, including those internal to the maintenance depots and shipyards and at intermediate maintenance-level sites.

"The BRAC 2005 authors envisioned this transfer would remove the barriers between retail and wholesale supply and improve the effectiveness and efficiency of the supply chain in support of the DOD industrial activities," said Marine Col. Gary Wiest, deputy commander for operations at DSCR, who also oversees operations at the Aviation Supply Chain's



A CH-53 Sea Stallion helicopter undergoes long-term preservation upgrade at Fleet Readiness Center East at Cherry Point, N.C. Defense Logistics Agency Cherry Point personnel help ensure the mechanics get needed parts on time.

DSCR FAST FACTS

Center employees processed 5.3 million requisitions and supported more than 24,000 customers in fiscal 2008.

DSCR FAST FACTS

Total product and service support provided to military services exceeds \$3.4 billion annually.



At the CH-46 Sea Knight production line at Fleet Readiness Center East at Cherry Point, N.C. Defense Logistics Agency Cherry Point personnel help ensure the mechanics get the parts they need when they need them.

SS&D detachments. "From a DLA perspective, this transfer adds a vital new mission, but just as important this transfer brings a new group of extremely talented and experienced employees to the DLA team."

The ultimate goal of the transfers is to improve support to warfighters, said Air Force Brig. Gen. Andrew Busch, the center's commander.

"It's not about doing DLA takeovers. Our goal is to work together with retail supply professionals and find inventory efficiencies that will support our military customers. ... We're not going to turn switches and knobs to make things better, because there's no crisis here, ... just an opportunity to take a fresh look at old problems," he said.

Under BRAC 2005, all work related to the management of consumable items was transferred from the military services to DLA under the Consumable Item Transfer mandate. That means DLA can buy these items in bulk to secure better prices and pass those savings along to customers, while managing an inventory better aligned with customers' demand and decreasing customer wait time for consumable items.

Buying in bulk is also part of the depot-level repairable procurement management mandate. DLRs are parts used by the military services that can be repaired and reused, like engine components, transmissions and starters, and DSCR assumed management of these items at five detachments colocated with major aviation commands.

"This transition will allow us to now become a single face for the Department of Defense to suppliers, giving us more leveraged buying power. We will be able to reduce prices, reduce inventory and improve our processes," said Yvette Burke, the center's senior acquisition executive.

Lining Up for Success

The center's leaders are working to keep the structure of the organization aligned so it is flexible enough to meet the varying demands

Defense Supply Center Richmond, Virginia

Mission:

To provide best value aviation weapon systems and environmental logistics support to America's armed forces — on land, at sea and in the air.

Core Business:

Supplying products with a direct application to aviation.

Headquarters:

Richmond, Va.

Locations:

- Aviation Supply Chain Site Columbus, Ohio
- Aviation Supply Chain Site Philadelphia
- Industrial Plant Equipment Division, Aviation Supplier Operations, Mechanicsburg, Pa.
- DLA Warner Robins, Robins Air Force Base, Ga.
- DLA Oklahoma City, Tinker Air Force Base, Okla.
- DLA Ogden, Hill Air Force Base, Utah
- DLA Cherry Point, Marine Corps Air Station Cherry Point, N.C.
- DLA Jacksonville, Naval Air Station Jacksonville, Fla.
- DLA North Island, San Diego, Calif.
- DLA Huntsville, Redstone Arsenal, Ala.
- DLA Philadelphia

Employees:

3,899 federal*

38 military

(* Total aviation supply chain)

DSCR Business Units:

Aviation Supplier Operations Directorate
Aviation Customer Operations Directorate
Aviation Engineering Directorate
Strategic Acquisition Directorate
Business Process Support Directorate
Procurement Process Support Directorate
Financial Operations
Information Operations Richmond

DSCR FAST FACTS

Support includes military-unique items for more than 1,300 major aviation weapon systems.

placed on it by customers. Of the center's six directorates, Aviation Customer Operations is the prime point of entry for all assigned customer issues related to logistics support and service across DLA's eight supply chains. Once contacted, the directorate maps customers to the appropriate Agency supply activity by their specific Department of Defense Activity Address Code. There are more than 22,000 DODAACs assigned to Aviation Customer Operations.

The directorate manages customer cells, support teams and item planning teams, provides integrated logistics support, and has Air Force, Navy and Army customer-facing divisions. Among its resources for meeting cradle-to-grave customer needs are resource-management, item-planning and customer support divisions and a business development office.

Also part of the customer-operations directorate is the DSCR mapping division, which provides hard-copy aeronautical, topographic and hydrographic maps and map-related products to customers and is the supply chain manager for 87,000 maps and map products.

The Strategic Acquisition Directorate, activated in March, manages supplier relationships and develops strategic and joint opportunities for improving warfighter support. It's also the



focal point for procurement strategic planning for all DLRs from the four military services.

Strategic Acquisition also includes aviation original equipment manufacturer divisions, which work with large original equipment manufacturers in the aviation supply chain to manage national stock numbers that are only provided by the specific OEM. Each of the integrated supplier teams in the division has a long-term contract and a strategic supplier alliance with the manufacturer with whom it works to ensure a continuous supply of sole-source parts for warfighters now and into the future.

Although the center is divided into many targeted support areas, its leaders know it's the team members who staff each section who provide the key ingredient for sustaining world-class warfighter support.

Navy Capt. Michelle Skubic, director of the Aviation Supplier Operations Directorate, said she wants to promote a work environment where team members know that their input is valuable.

"I know what it's like to need the part to get the planes flying, the ships moving and the troops supported," she said. "You can't overstate how important our role is here. As I walk around this organization, I see the pride our work force has in supporting the force. It's so evident that they see the connection of their work to the warfighter."

Defense Logistics Agency Jacksonville, Fla., employees Julie Brewer (left), an inventory supervisor, and Cynthia Patrick, a supply technician, review the supporting documents and delivery information on a part headed to the production line.





Pursuing Excellence

Stewardship of taxpayer dollars and natural resources are two of the Richmond center's hallmarks, with great care taken by employees at all levels to ensure processes run smoothly and give customers the best value for their money. Both Busch and Deputy Commander Kathy Cutler said they are committed to creating a culture of continuous improvement at the center, where employees at all levels are empowered to drive innovation and trim non-value-added inputs from daily work processes.

Center employees conducted more than 110 streamlining events in 2008, designed to optimize the processes used each day to keep warfighters mission ready using methodologies from the Continuous Process Improvement concept.

"[CPI] is the key to getting the 'right done right,' both timely and economically, while providing the value and quality our warfighter deserves," said Jorge Betancourt, a mechanical engineer in DSCR's Aviation Engineering Directorate.

Doing what's right and responsible is also behind the center's drive for environmental excellence. Recognized by numerous national conservation organizations, including the Environmental Protection Agency and the Wildlife Council, the center's 600-plus-acre compound is home to a teeming wildlife and native plant population.

[See related story, "Breeding Ground" in the March-April 2009 issue of Loglines]

Roberto Arenas and Ron Gay, tools and parts attendants at Defense Logistics Agency Cherry Point, N.C., measure sheet metal for use on aircraft wings.

Joseph Stevens, a sheet metal mechanic at Fleet Readiness Center Jacksonville, Fla., prepares to install a center barrel on an F-18 Hornet. Managed by the Defense Supply Center Richmond, Va., Defense Logistics Agency Jacksonville supports FRC mechanics with spare and repair parts.

Richmond's other environmental efforts include reusing building materials during construction projects on the facility, creating natural barriers to minimize storm-water runoff from parking lots, conducting a comprehensive recycling program, and using electric vehicles to travel from building to building.

Recycling and the use of "green" products are part of DSCR's overall sustainability objectives, said Valerie Dingle-Smith, an environmental protection specialist with the Environment, Safety and Occupational Health Office.

"We want to keep as much trash that can be recycled out of landfills and reuse it in another form, thereby saving our natural resources and minimizing what [DSCR has] to pay for disposal," she said.

DSCR also offers environmentally preferable products to meet warfighters' needs, including the Agency's biggest selling green item — re-refined lubricating oil, which is available in several grades and packaged in a variety of ways.

Stretching Forward

DSCR's focus for the future is clear: to continue finding ways to provide the best support possible to the nation's armed forces, whether from the Virginia-based center, on site with military customers or deployed forward alongside warfighters on the front lines.

"Warfighter support is paramount," Busch said. "Everything we do should be focused on them."



FEEDIN





G THE FORCE

Story by Beth Reece

Marine Cpl. Jose J. Aguirre

From Mongolian barbecues hosted aboard Navy ships at sea to lobster tails served in the middle of the desert in Iraq — military provisions have come a long way from C-rations packed in tin cans.

"Years ago, customers didn't have many choices in the food they received," said Tom Daley, director of Subsistence Supplier Operations at the Defense Logistics Agency's Defense Supply Center Philadelphia.

If a dining facility manager ordered ketchup, for example, he got a generic brand made according to Defense Department specifications. And when troops needed field rations to hold them through the first 72 hours of a conflict, they got standard Meals, Ready to Eat.

Customers ordering food and rations from DSCP have better options now, Daley said, from popular American brands like Heinz and Sara Lee to self-heating Unitized Group Rations.

"The two big differences are that we now rely more on industry to provide products, and the quality of food has improved," Daley said. "Customer satisfaction has increased tremendously."

Prices are good, too, said Air Force Tech. Sgt. Brian Tucker, dining facility

Marine Gunnery Sgt. Daniel Starkey serves himself salad at a dining facility on Asad Air Base, Iraq. Defense Supply Center Philadelphia acquires most produce from local markets for troops deployed to Iraq and Afghanistan.

manager for the 56th Services Squadron Food Service at Luke Air Force Base, Ariz.

"The Defense Supply Center Philadelphia keeps the prices low for our Airmen. And that helps us to accomplish our mission: to feed the Airmen in the dorms and keep them from having to go off base to eat," he said.

Prime Vendors

The Subsistence Prime Vendor Program is directly responsible for customers' high ratings, Daley said. After years of using government depots to store and ship food to military facilities, subsistence experts began noticing after the first Gulf War how commercial food-service distributors procured, stored and shipped items to restaurants and supermarkets throughout America.

"A light bulb went on here at Philly, and we said, 'Why not just get out of the depot business and allow those guys to deliver direct for us, too?'" Daley said.

The prime vendor program began in 1994, instantly saving money by reducing storage requirements and spoilage costs for the entire Defense Department. Today, DSCP works with 50 prime vendors who manage and supply food in regions throughout the world.

Dining facility managers order from prime vendors on Mondays for Wednesday deliveries and on Wednesdays for Friday deliveries. The two-day turn-around works well for dining facilities that have little storage space, Daley said,



A Marine eats a field ration provided by the Defense Supply Center Philadelphia during a break from .50-caliber machine gun marksmanship training near Camp Lemonier, Djibouti.



Air Force Airman 1st Class Kenny Holston

and most vendors also accept last-minute emergency orders.

Depending on their locations, dining facility managers can choose from 700 to 50,000 items from vendor catalogs that are updated weekly.

"A lot of people think that we, DSCP or DLA, control the menus in dining facilities, but dining facility managers decide with dieticians what's good and what's healthy for the troops. We just provide the stock with the help of our vendors," said John Sheehan, chief of DSCP's Garrison Feeding Division.

Prime vendors must comply with food safety and handling regulations mandated by the Food and Drug Administration and the Department of Agriculture. To ensure they do, DSCP occasionally pulls products from the shelves for quality checks.

"We'll actually go out to a prime vendor facility and take a cut of meat to inspect it," Sheehan said.

Operations in Afghanistan and Iraq were the first conflicts to test prime

Partnerships between Defense Supply Center Philadelphia and prime vendors allow dining facility managers to order fresh ingredients twice a week so they can prepare meals that are healthy and appealing to patrons.

vendors' ability to support troops in combat. Most of the food DSCP provides in Southwest Asia is ordered from the United States by prime vendors located in theater.

"But in Iraq and Afghanistan we buy a lot of local market stuff, like produce, milk and some bakery products that make sense to get locally," Daley said.

Center employees also deploy to the battlefield to establish local vendor relationships.

"We constantly have people deployed. They make sure that the forward operating bases and dining facilities have what they need," Daley said.

Military Rations

For troops who can't get to a dining facility, DSCP provides field rations, the only food product still made according to government specifications.

Individual rations include MREs and the newer First Strike Rations. MREs come in 24 varieties and contain about 1,250 calories. DSCP also provides Kosher MREs, cold-weather MREs and Alternative Regionally Customized Meals, which are vegetarian rations for detainees at Guantanamo Bay Naval Station.

Designed for troops in the first 72

hours of deployment, First Strike Rations contain 2,900 calories and are half the weight and size of MREs. Each ration equals three meals. They have more carbohydrates, less packaging and require no preparation, utensils or cleanup.

"They're meant for a Soldier on the go, someone who is going to be burning up a lot of calories," Sheehan said.

Unitized Group Rations give on-the-move troops with field kitchens the opportunity for a hot meal. These heat-and-serve rations can be prepared quickly and contain a main course, side dishes, dessert, drink mixes and other ingredients. They have seven breakfast and 14

Army 1st Air Cavalry Brigade staff officers serve the Thanksgiving meal to Soldiers, civilians and contractors at a dining facility in Iraq. The food served was supplied by the Defense Supply Center Philadelphia.

lunch and dinner menus. UGRs can feed 50 people.

Holiday Meals

Whether troops are stationed in Afghanistan, South Korea or Fort Bragg, N.C., they can expect DSCP to provide the best possible meals for Thanksgiving and Christmas.

"Nobody is thinking about the holidays when we are," said Ray Miller, the center's director of subsistence.

DSCP's Menu Review Board works with the military services as early as April to set holiday menus. Many ingredients are on hand at prime vendor locations by September, and bigger dining facilities start receiving high-volume items like turkeys and large beef roasts in October.

"Putting together these meals is

quite the challenge, especially for some of the bigger dining facilities in Iraq and Afghanistan, where holiday meals are served all day to accommodate service members working different shifts," Miller said.

For service members stationed in remote areas without a dining facility, DSCP purchases special editions of the Unitized Group Ration.

With more than 300 employees making sure troops have fresh, quality meals at the best price — in dining facilities and in the field — Daley said the Philadelphia team is dedicated to feeding America's service members.

"We get letters all the time from Iraq and Afghanistan. Customers are constantly telling us that the food is just great," he said. "That's important to us." 

Army Cpl. Nathan Hoskins



Columbus Supply Center Activates Detachments

The Defense Logistics Agency and the military services are working together to create a closer connection between customers' demands and available supplies.

The Agency's Defense Supply Center Columbus, Ohio, recently stood up the first depot-level repairable detachments, drawing 41 Navy and 52 Army Tank-automotive and Armaments Command Contracting Center employees into the Agency's work force.

The new organizations, known as DLA

Mechanicsburg, based at the Naval Inventory Control Point, Mechanicsburg, Pa., and DLA Warren, based in Warren, Mich., are the first two depot-level repairable sites activated by DSCL as directed by 2005 Base Realignment and Closure legislation.

DLRs are spare parts that can be repaired and reused, such as engine components, transmissions and vehicle starters. The BRAC decisions recommended the military services transfer procurement functions for DLRs to DLA to save money, enhance operations and provide the Defense Department greater leverage in negotiating terms and conditions for contract prices with industry.

Doug Nevins, director of DLR pro-

curement operations at DLA Mechanicsburg, said this is an evolutionary change to help enable joint acquisition and that he and his team are excited to be at the leading edge.

"If we can help the Defense Department truly leverage its buying power, then we can truly help the warfighter," he said. "It may sound easy, but it's not. The services all have different cultures, missions and needs. DOD is a huge enterprise, but every journey begins with a single step, and we get to be part of the first steps toward true jointness."

Planners said the transition will combine military service and DLA best practices for managing functions and



The Floating Pier

The Improved Navy Lighterage System sits off the coast of San Diego alongside the SS Chesapeake, which is outfitted with an offshore petroleum discharge system, during the Joint Logistics Over the Shore 2008 exercise based at Camp Pendleton, Calif. The Improved Navy Lighterage System is a floating pier with interchangeable modules used to transfer cargo from sealift ships to shore areas where conventional port facilities may be damaged, inadequate or nonexistent. The SS Chesapeake is practicing providing bulk fuel, supplied by the Defense Energy Support Center, across severe unimproved theater entry ports and supporting refuel-at-sea operations.

— Photo by Luther Hankins

mission support and that the transfer of functions is transparent to customers, who will continue to receive the same superior level of service.

"Now we'll not only be able to buy for the Army, but for all of the military commands. It expands our mission capability, and while we'll be buying a lot of the same parts, it will probably be in larger quantities because we'll be able to bring multiple contracts together," said contract specialist Leah Bourdeau, a DLA Warren employee.

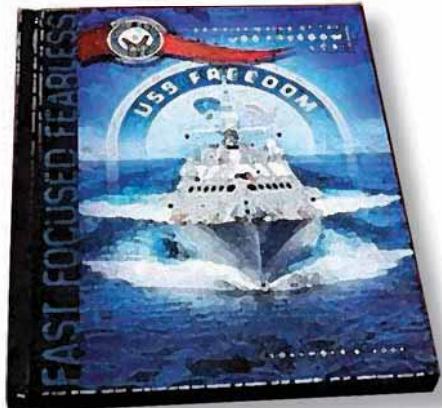
"DLA Warren buyers should now be able to find better price and cost breaks on the larger quantities they can now purchase as DLA buyers," said Jeffrey

Hoenscheid, a contract specialist and price analyst at DLA Warren.

Although the employees now work under the DLA umbrella, DSCC Commander Army Brig. Gen. Patricia McQuistion reminded them they are still serving the same warfighters.

"The flags may change, but your mission has not," she said during the Warren detachment's activation ceremony. "Let us never forget that what we do here is important — important for the warfighter, important for our country and important for our freedom."

— Debra Perry and John Foreman
Defense Supply Center Columbus
Public Affairs Office



Great Lakes Production Facility Churns Out Navy Books

Alliance Strengthens Warfighter Support

Leaders at the Defense Supply Center Columbus, Ohio, recently forged a long-term partnership with a company known for going the distance to support warfighters.

The supply chain alliance established with Rockwell Collins is aimed at improving administrative and production lead times to speed delivery of supplies to warfighters.

"The intent of a supply chain alliance is to establish a long-term working partnership with existing suppliers," said Donna Ramsey, supplier relationship manager in Maritime Supplier Operations at DSCC. The alliance incorporates both the pricing and delivery terms of the existing long-term contract and contains an agreement to partner in supporting new initiatives designed to improve warfighter support, she said.

Rockwell Collins has exhibited their commitment to foster this partnership by working diligently with DSCC's contract-

ing officers to expand the number of sole-source items covered by their existing long-term contracts," Ramsey said.

Along with those efforts, the company is working to help contracting officers develop a robust, time-definite direct vendor delivery program for some items on those long-term contracts, she continued.

Rockwell Collins has a long history of supporting warfighters, dating back to 1933 when founder Arthur Collins supplied radio communication equipment to Navy Rear Adm. Richard Byrd during his South Pole expedition, said Leann Ridgeway, who signed the agreement on behalf of the company.

The company currently supplies communication systems and aviation electronics to the military through DSCC and ranks among the top 20 largest suppliers to the maritime supply chain in terms of the dollar value of items sold, Ramsey said.

— Leah Hout
Defense Supply Center Columbus
Public Affairs Office

The Great Lakes, Ill., office of the Document Automation and Production Service recently produced a full-color book to commemorate the commissioning of the USS Freedom, the Navy's first littoral combat ship.

As DAPS' center of excellence for color printing, the production facility uses the latest in digital color printing technology.

Producing the book required more than 530,000 press impressions, equal to 100 hours of continuous running time on a digital color production press. Once printed, the books were cut to size and translucent pages inserted by hand before they were delivered to the Navy customer.

DAPS is the document solutions provider to the Department of Defense. With the establishment of the center of excellence at DAPS Great Lakes, the agency expanded its services to continue providing high-quality color documents to customers.

— Keith Beebe
Document Automation and Production Service
Public Affairs Officer

TEN QUESTIONS WITH. . .

JEFF CURTIS

Enterprise Transformation director talks Continuous Process Improvement and what the concept means for warfighter support.

1. You started at the Defense Logistics Agency 22 years ago as a co-op student at the Defense Supply Center Columbus, Ohio, before coming to headquarters and assuming increasing responsibility until selected for your current position. How did these experiences prepare you to lead Agency transformational efforts?

I started at DSCC, moved to the DLA Office of Operations Research and Resource Analysis, back to DSCC and eventually to headquarters, where I worked in the Acquisition Management, Logistics Operations and Readiness, and Human Resources directorates. I've been fortunate to have a career filled with different experiences, and I've learned a lot about DLA. I've seen a great deal of transformation — planned and unplanned — but DLA always takes care of the mission first.

Photos by Jonathan Stack



DLA performs is quite simply the OPTEMPO, and it won't slow down any time soon. CPI is vital to DLA because it provides structure for ongoing transformation and ensures we can continue to do more and provide more for customers without significant increases in resources or manpower.

2. What is Continuous Process Improvement?

CPI is a transformation concept that uses proven methods to achieve DLA's overarching goal of transforming business processes and organizational culture. CPI techniques and tools increase efficiency by streamlining operational and administrative business processes critical to ensuring the Agency is capable of effectively implementing logistics solutions for warfighters.

We must find ways to transform to meet increasing demands; that's what makes understanding and applying Continuous Process Improvement so important. CPI tools support DLA as we adjust to the reality facing the military services. We can't continue to talk about a "higher" operations tempo; the pace at which

Logistics Solutions

Continuous Process Improvement

Increasing Demands

3. How does CPI support the Agency's mission, vision and warfighters?

At its core, CPI is about aligning and focusing critical organizational priorities, while ensuring the customer's voice is always heard. Connecting the processes selected for improvement with the Agency's strategic plan is key to CPI success and makes the concept different from other business process improvement tools. CPI tools target DLA's mission-essential work and ensure we put warfighter requirements first.

DLA benefits through increased process speed and agility, reliability, quality, and reduced cost of product and service delivery, and cycle time.

4. CPI has removed non-value added inputs and steps from the Agency's business processes. What drove DLA to start using these tools?

CPI is part of the Defense Department's ongoing focus on enhancing service support to customers. It's used throughout DOD and the private sector as a way to develop awareness for enhancing operational efficiency. The concept has a broad range of tools and methods from

which to choose depending on the organization's goals.

It's a fact that wartime demands continue to increase while available resources dwindle. It is DLA's prime responsibility to improve quality, speed and agility, and eliminate waste in our industrial and administrative processes.

CPI tools are particularly well-suited for improving our supply chain and inventory management, so it's easy to see how this approach could change the way we conduct business. By understanding core organizational processes and the cost of our actions and inactions to Agency stakeholders, DLA can make the most of our available resources and engage customers, vendors and suppliers in this effort.

5. How important is employee and senior leader buy-in to CPI's success?

Senior leader buy-in and employee engagement are critical to CPI's success. The Agency's leaders are supportive of a culture of continuous improvement and value-added work. And they see real results delivered. DLA team members are also backing the program.

DLA graduated its first class of trained Lean Six Sigma black belts, or experts, in February. These employees become CPI leaders and facilitators in their organizations, and their skill sets help teammates build innovative approaches to work and find efficient ways to achieve success daily.

Part of what makes the concept unique, and sometimes challenging, is the sheer level of employee involvement built into the methods because suggestions for improving how a process runs come from employees themselves. As subject matter experts, DLA team members know more about processes and how they work — or don't work — than anyone else. CPI leverages that vast knowledge to implement changes and improvements in ways that make sense and ensure success. CPI is a bottom-up effort where employees are key to our success.



Critical Priorities

Value-Added Work

Align and Focus Priorities

Increased Efficiency

TEN QUESTIONS WITH . . .

6. What keeps CPI from adding to the Agency's primary work of supporting warfighters?

Once employees are familiar with CPI tools, using them becomes a part of their daily work. Use of these tools is so much a part of how business is conducted at the Defense Supply Center Richmond, Va., and the Defense Distribution Center, for example, that employees use the concepts without even realizing it. As a result, these employees ensure the best utilization of resources. By removing extra steps from processes and thinking about costs in terms of total resource consumption, quality and productivity, we get even more efficient in the way we work and employees find they

can accomplish more with the same level of resources. This makes our employees the best possible stewards of taxpayer dollars.

CPI is a journey we will be on for a long time. It's not a short-term program but a way of thinking differently about the way we conduct business and support warfighters.

7. What changes can employees expect to see as DLA pursues process improvement?

There will be some culture change as the techniques and concepts become part of life at DLA and we work to realize CPI benefits. In the immediate future, we'll be doing a lot of employee training on CPI tools, encouraging their integration into daily processes. DLA leadership is committed to CPI, but keep in mind, CPI means continuous improvement — not a big bang — a series of measured, logical steps toward success. Successful deployment requires sustained effort to build understanding of these tools.

8. What resources are available to DLA employees interested in learning more about CPI?

Employees interested in learning about CPI or enrolling in a training course should contact their supervisor or their organization's CPI board representative. We have a series of online courses offered through Defense Acquisition University

and DLA's "Introduction to CPI" guidebook is being finalized as an introduction to the tools. Available in both electronic and hard copies, the book was written to help start employees and supervisors on their CPI journey. It will be distributed to employees via a CPI Web site that's currently under construction.

9. How will DLA know CPI tools are successful in improving its processes?

DLA is just starting on the road to full CPI deployment and is determining the metrics for evaluating its long-term success. For now, DLA's goal is ensuring people are aware of CPI tools and methodologies and employees reduce waste and build efficiency in everyday processes.

10. How does CPI help DLA take business operations to the next level?

We will periodically take the pulse of our CPI efforts to make mid-course corrections and ensure we stay on the right track. I think any organization wants to continuously improve, and because of the level of commitment on the part of our DLA team members, specifically their dedication to the mission and warfighters, I believe they will use CPI to do their jobs better every day. 

CPI is a journey we will be on for a long time. It's not a short-term program but a way of thinking differently about the way we conduct business and support warfighters.

DIRECTOR VISITS DEPLOYED TEAMS

Story by Navy Lt. Karlie McClelland

Navy Vice Admiral Alan Thompson, director, Defense Logistics Agency, and Army Maj. Gen. Kenneth Dowd, U.S. Central Command J-4, and their teams recently traveled to the USCENTCOM area of responsibility to get a better understanding of the logistics challenges in the region and visit forward-deployed DLA support teams. Their trip began in Afghanistan, then continued on to Iraq and Kuwait.

While in southern Afghanistan, Thompson began his visit by participating in a joint planning session aimed at addressing material requirements related to Kandahar Airfield's South Park expansion. This action will expand the current base footprint by roughly 1,000 acres, making room for additional warehousing, repair facilities and Defense Reutilization and Marketing Office operations. Following that, the director visited the airfield and the Supreme Class IV material warehouse, where he was briefed on troop support services. Supreme is a contract logistics company that provides class I (subsistence) and IV (personal demand items) support to U.S. forces in Afghanistan.

Then the team flew north to snowy Bagram Air Base. They stopped by the 401st Army Field Sustainment Brigade Mine Resistant Ambush Protected vehicle fielding and repair site, where they were briefed on recent improvements to MRAP vehicles. Next, Thompson discussed future sustainment operations with Joint Task Force-101, Joint Logistics Command and senior leadership from Supreme. The team went on to visit DRMO-Bagram and stop by the 401st AFSB headquarters, where the director talked to DLA Support Team — Afghanistan members about the challenges they confront working in an austere operating environment.

"I am very impressed with the combat logistics support our forward-deployed DLA team members are providing. They are facing some very severe obstacles: climate, terrain and distance," he commented.

The visit shifted focus from Operation Enduring Freedom to Operation Iraqi Freedom when the group traveled to Iraq. Thompson and Dowd met with DST-Iraq members at Camp Victory and participated in the Multi-National Force — Iraq daily battle update brief. Senior leaders discussed theater operations, current political events, equipment retrograde and repoturing. Afterward, the director met with Army Lt. Gen. Frank Helmick, commanding general of the Multi-National Security and Transition Command — Iraq, and Lt. Gen. Abdullah Khamees, deputy chief of staff for logistics, Iraqi army, at Forward Operating Base Phoenix to discuss DLA support in transforming the Taji military base into a maintenance and supply depot, training hub and schoolhouse for Iraqi logisticians.

The team then took a helicopter ride out to the Taji National Supply Depot to observe the Iraqi army's receiving, storage and distribution processes. The DLA team is working side by side with

Navy Petty Officer 1st Class Jason Wynn



Army Brig. Gen. Steven Salazar (right), director general of the Coalition Army Advisory Training Team, a part of Multi-National Security Transition Command — Iraq, welcomes Navy Vice Adm. Alan Thompson, director of the Defense Logistics Agency, to Taji, Iraq.

Iraqi forces making recommendations to improve operations.

"The work our DLA team is doing here truly is the backbone to a successful logistics mission transfer from U.S. forces to Iraqi forces," Thompson said.

The final stop of the day was Taji National Maintenance Depot, where Army Materiel Command trains Iraqi mechanics on maintenance and repair of M1114 Humvees.

Moving on to Joint Base Balad, Thompson visited the 3rd Sustainment Command (Expeditionary) and toured their tactical operations center. The TOC is the command and control center for logistics operations, where staffers track, manage and oversee status of all readiness and sustainment throughout Iraq. Next, a stop at DRMO Balad highlighted the retrograde challenges due to the volume of scrap metal, tires and material awaiting demilitarization. The team then met with the 402nd Army Field Support Brigade to discuss MRAP maintenance and theater-provided equipment support.

The final leg of the trip brought the team to Camp Arifjan in Kuwait, where Thompson discussed the status of the Northern Distribution Network and equipment disposition in Kuwait with senior leaders from Army Central Command and USCENTCOM's Deployment and Distribution Operations Center. The director spoke to DLA employees stationed at the 41-acre DRMO site, where a team of 25 members processes close to 2 million pounds of material each week.

Next, the 4th Sustainment Brigade provided an in-depth brief on the challenges they face on their long-haul convoys into Iraq. The trip wrapped up with briefs and dinner with DLA representatives and members of the DLA Support Team-Kuwait, at the Defense Distribution Depot Kuwait, Southwest Asia, Defense Supply Center Philadelphia Class I (subsistence) team and the Defense Energy Support Center-Kuwait.

"Similar to the DSTs in Iraq and Afghanistan, the Kuwait DST clearly provided DLA a much-needed, forward-deployed daily interface with our warfighting partners," Thompson said. "It is a key element to DLA's success in the CENTCOM AOR."

DLA currently has 70 dedicated civilian and military volunteers serving six- to 12-month assignments in support of OEF and OIF in Afghanistan, Iraq and Kuwait. 



NATO Photo

LIFELINE

Story by Jonathan Stack

Wings aren't usually the first things one associates with helicopters. Rotors? Yes. Vertical take off and landing? Yes. But wings? No.

But the CH-46 Sea Knight has them. Components on each side of the aircraft's body known as stub wings house its fuel tank, landing gear and other vital operating equipment.

And when one of the eight fittings holding those wings to the aircraft deteriorated during a 2007 flight, every one of

the choppers faced grounding until they could be inspected.

After the first few inspections, the CH-46 Sea Knight Program office determined 50 pieces of each fitting would be needed for the helicopters to get the green light to resume operations. The projected quantity of fittings to complete the project increased demand for the item by more than 100,000 pieces.

The manufacturer, Boeing, couldn't support the increased demand, and without replacement, all aircraft failing inspection

would be grounded, said William Jahna, Organic Manufacturing Program manager at the Defense Supply Center Richmond, Va., home to the Defense Logistics Agency's aviation support division.

So when the Navy and Marine Corps requested that DLA manufacture the fittings using its Organic Manufacturing Program, the Agency delivered parts that remedied the issue and kept the helicopters flying.

Jahna's office, and those like it at each of DLA's supply centers, is a lifeline for military service maintainers who have reached the end of viable options for obtaining a DLA-managed commodity.

While the Agency's procurement laws and policies dictate private industry shall be the primary source of supply for filling customer orders, sometimes the existing industrial base cannot produce what warfighters need. In that event, the Organic Manufacturing Program works with public manufacturers to acquire or reverse engineer DLA-managed commodities. These parts are fabricated at military arsenals, repair depots and other Defense Department-operated facilities.

"When contractors default, industry chooses to forego bidding on items, or military readiness demands delivery schedules that cannot be met by the



ORGANIC MANUFACTURING PROGRAM

Additional benefits include:

- Coordination of work with organic sites;
- Authentication and validation of part information;
- Follow-up on requests for quotes and project orders;
- Service as a focal point for all incoming and outgoing information to track each project;
- Maintenance of a listing of organic manufacturing sites, points of contact and their capabilities;
- Maintenance of a database on items manufactured organically;
- Promotion of the process within the product centers and organic sites; and
- Assistance to Defense Logistics Agency headquarters in developing and updating the Organic Manufacturing Policy for the Department of Defense.

The Marine Corps and Navy's CH-46 Sea Knight fleet was almost grounded because of deteriorating fittings holding the stub wings to the aircraft. The services turned to the Defense Supply Center Richmond, Va.'s Organic Manufacturing Program Office to deliver the parts to remedy the issue and keep the helicopters flying.

established procurement process, organic manufacturing may be the only viable alternative," Jahna said.

Organic manufacturing benefits both DLA and warfighters by providing the necessary assets to the Defense Department, allowing the military services to maintain readiness at all times, he said.

In order to use the program, an Agency application group associate submits a request and justification to the Organic Manufacturing Program Office. The program office then determines if there is good reason to use organic manufacturing and solicits the approved facility for that particular national stock numbered part.

If there is an approved facility available, the program office then solicits the organic manufacturing site to complete the project. Afterward, the office forwards the quote to the original submitter for authorization to award the funding, usually by military interdepartmental purchase request, or MIPR.

A submitting agency then evaluates the quote and determines if it meets its needs. If it does, the program office coordinates the manufacturing MIPR with the organic manufacturing site. Afterward, it is the program office's responsibility to ensure the items are delivered and the manufacturer is paid.

If there isn't an approved organic manufacturing facility for the item, the Organic Manufacturing Program Office will attempt to find a manufacturing site with the capability to manufacture the part. This information will be provided to the product specialist and forwarded to DLA's engineering support activity to assist with obtaining an approved source for the item.

Jahna said there is no average time from start to finish for the process because of the potential for requested items to vary in size and complexity.

"Start to finish could be one week to a year for a single item," he said. "Our goal and timeline in this office is one work day for all actions."

In fiscal 2008, the Organic Manufacturing Program at Defense Supply Center Richmond completed 315 project orders at a cost of \$21.6 million, and the program at Defense Supply Center Columbus, Ohio, completed 73 project orders at a cost of \$10.3 million, program officials said.

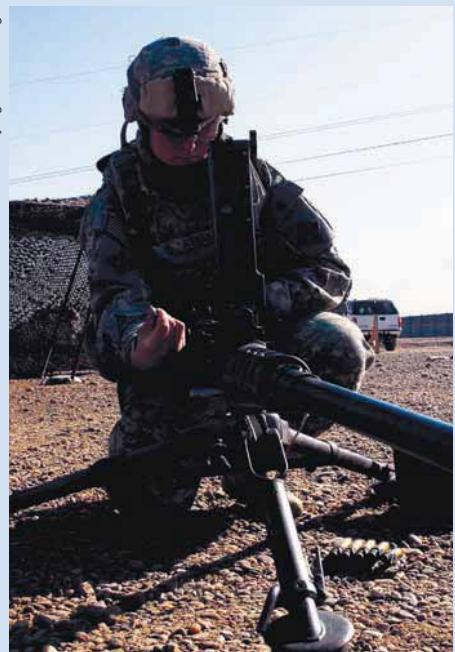
DLA has also made use of the Army's organic manufacturing capabilities. The DSCC's Organic Manufacturing Program Office was contacted in fiscal 2008 to coordinate the organic manufacturing of component parts for an M2 .50-caliber Browning machine gun overhaul kit.

"Of the 95 required [national stock numbers] that make up the overhaul kit, several items were not going to be available to complete the kits in time to meet [fiscal 2008 and 2009] depot production requirements at Anniston Army Depot, Ala.," said Jeffery Culbertson, DSCC Organic Manufacturing Program manager.

He said the program manager coordinated the solicitation, source approval and subsequent funding of Army organic manufacturing facilities at Rock Island Arsenal, Ill., and Picatinny Arsenal, N.J., to manufacture the parts required to complete the kits.

"When warfighters in the field receive and use identified products made in an organic manufacturing facility, they can rest assured that it is a quality product," said Everett Henry, an organic MIPR coordinator at the Richmond supply center. 

Army Sgt. David Hodge



A Soldier ensures a .50-caliber Browning machine gun functions properly. The Defense Supply Center Columbus, Ohio's Organic Manufacturing Program Office provided support to the Army in fiscal 2008 by manufacturing six missing parts to complete an overhaul kit for depot-level use.



FIXER-UPPERS

Story and Photo by Air Force Reserve Lt. Col. Richard Sater

They come from all over Iraq. Some are driven into the building; others limp in under their own power; and still others are hauled in on the backs of flatbed trucks.

But at Camp Taji, Iraq, these worn, abused and war-weary Humvees get the opportunity to live again through the M1114 program, which uses primarily

Defense Logistics Agency-provided parts to refurbish the up-armored, high-mobility, multipurpose wheeled vehicles no longer used by the U.S. military. Renewed Humvees are offered for sale to the government of Iraq for use by the country's army.

The damaged vehicles are brought to the program facility on Taji, which is decked out like a large-scale, full-service auto mechanic's garage, and features accommodations for the mechanics, who live there for security reasons.

More than 500 locally hired employees conduct initial vehicle inspections and begin the process of refurbishing everything — from springs to seats and from tires to gun turrets.

Each vehicle undergoes a full technical inspection, and 21 parts undergo mandatory replacement, among them the brake shoes and pads, suspension system and some belts, said Bob Brumley, the program's manager.

The suspensions are usually worn

Air Force Reserve Lt. Col. Richard Sater works for the Defense Logistics Agency's Joint Reserve Force.



and ready for replacement because the vehicles were not originally designed to be operated with the extra weight of the added armor plating, Brumley said.

More than 100 shipping containers full of DLA-provided spare parts circle the lot at the repair facility. The containers include everything necessary to rebuild a Humvee, many of which suffer from the same ailments — they need replacement springs, tires, lower ball joints and window glass, as well as

suspension systems.

DLA supplies 98 percent of the parts for refurbishing the Humvees, DLA liaison Army Chief Warrant Officer 4 Brian Kennedy-Bey said. "Tires, starters, suspension kits, generators — almost everything."

Kennedy-Bey — on a six-month deployment from the Defense Supply Center Columbus, Ohio, home to DLA's Land Supply Chain and the heart of worldwide Humvee support — is a facili-

DLA supplies 98 percent of the parts for refurbishing Humvees under the M1114 program, including tires, starters, suspension kits and generators.

The Defense Logistics Agency is providing repair and spare parts support to the M1114 program, which refurbishes Humvees no longer needed by U.S. forces and prepares them for sale to the Iraqi Army.

tator of sorts, and the Agency's advisor to both the Army Materiel Command and Multi-National Security Transition Command — Iraq for the project.

There are two production lines housed in the building: a heavy one capable of servicing seven to 10 vehicles at a time and a speed line, which handles about 20 Humvees at a time. The initial inspection determines the repair needs of the vehicles and whether or not they have to go through the heavy repair line.

All vehicles go through the speed line for body work to remove battle damage, for work on the air conditioning systems and to apply a fresh coat of paint, Brumley said.

Officials said the M1114 program is proving a solid success since its inception in 2008. The first refurbished Humvees were ready for sale in February 2008, and to date, the Iraqi government has acquired more than 3,000 of the up-armored vehicles for its army's soldiers to use while on patrol, replacing a fleet of mostly unprotected pickup trucks.

The program's current goal is about 400 vehicles per month.

"There are roadblocks every now and then," Kennedy-Bey said, "but we haven't missed a deadline yet." 

I AM

DLA

My name is:
Suzanne H. Walls-Kershaw

I am:

The Supervisory integrated supplier team chief for the dress uniforms team within the Defense Supply Center Philadelphia's Clothing and Textiles Directorate.

Describe your job in a sentence:

I am responsible for supply planning and contracting for the acquisition of dress uniform end items such as coats, trousers, slacks, skirts and the fabric required to manufacture these items.

How long have you worked for DLA?

I began working for DLA in 1984 as a small-business specialist for the Defense Contract Administrative Services Region, Philadelphia.

What's your favorite thing about working at DLA?

The opportunity to use my creativity to address day-to-day challenges.

What's your best memory of working here?

Over the years, I have served as a mentor to many employees, and it has been encouraging to see them be promoted to positions of greater responsibility, to graduate from college and to persevere with their everyday challenges. I truly value my working relationships and strive each day to lead by example.

How do you make a difference to warfighters?

My team works hard to maintain our textile industrial base to ensure continued production of the coats, trousers, slacks and skirts required by our military service members.



Suzanne H. Walls-Kershaw